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OCTOBER 1989 THE MAGAZINE FOR MAGAZINE MANAGEMENT $6.50

Privacy: The gathering storm

It's been called the most challenging issue facing direct marketers in the 1990s. And no wonder. With more information about their private lives being used for marketing purposes, consumers are becoming wary—and marketers are beginning to wonder if they have violated the trust of the very consumers they are trying to serve better. How will magazine publishers overcome this threat to target marketing? **128**

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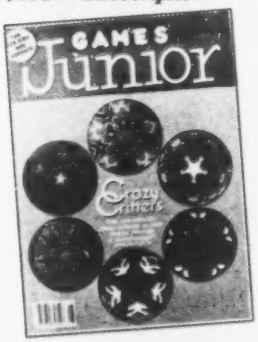

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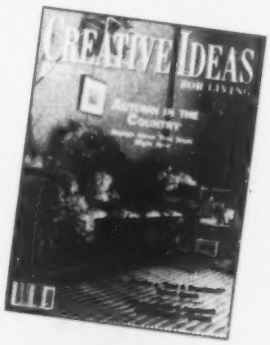

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Vol. 18 No. 10

Folio:

THE MAGAZINE FOR MAGAZINE MANAGEMENT

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Associate Publisher: Gail Wolter Stokes

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FOLIO: THE MAGAZINE FOR MAGAZINE MANAGEMENT, is published 12 times per year. In addition to 12 regular monthly issues, the following special issue is published: FOLIO: Source Book (published in the spring).
Copyright© 1989 Hanson Publishing Group, Inc.
FOLIO: THE MAGAZINE FOR MAGAZINE MANAGEMENT is published by Hanson Publishing Group, Inc., 6 River Bend, P. O. Box 4949, Stamford, CT 06907-0949. 203-358-9900. Fax: 203-357-9014. 274 Madison Ave., Suite 601, New York, NY 10016. 212-683-3540. Fax: 212-683-3986.

Hanson Publishing Group, Inc., is an affiliate of Cowles Media Company. Other affiliated publications are Catalog Age, Inside Media, Catalog Product News, Publishing News and Direct.

For editorial reprint information, contact Roberta Thomas, 203-358-9900. (Minimum order, 100 copies)

Subscriptions: U.S.—1 year (12 issues), $68; 2 years (24 issues), $108; 3 years (36 issues), $143. Canada and Mexico—1 year (12 issues), $82; 2 years (24 issues), $132; 3 years (36 issues), $172. Foreign (air only)—1 year (12 issues), $144; 2 years (24 issues), $270; 3 years (36 issues), $384. Single copies of most past issues of FOLIO: are available prepaid at $8 per copy. Single copies of special issues cost more. European subscriptions: Euromedia Amsterdam, Euromedia Projekten, Leidsegracht 94, 1016-CS Amsterdam, The Netherlands. Postmaster: Please send address changes to FOLIO:, P. O. Box 4949, Stamford, CT 06907-0949. ISSN 0046-4333. Second class postage paid at Stamford, Connecticut, and additional entry points.

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in the last year, the new discount category has attracted six new insurance mailers, she says.

Other list brokers object

At The Millard Group, however, the only discounts available are for fund raisers and publishers, says Eric Zilling, list manager.

Although the company is doing more negotiating per order than it ever has in the past, according to Zilling, "We haven't really gone to any structured tier pricing. I don't see that as the answer," he adds.

Instead, when trying to break into a new category of list usage, Zilling says Millard determines prices on a case by case basis. As an incentive, the company may also offer a unique select, such as the names of space-advertising respondents.

If tiered pricing catches on, Zilling says, The Millard Group would "take a hard look" at the concept.

The concept, however, is still out of favor at The Kleid Company. "I don't think the deciding factor on whether or not someone will test a list is a price break," says senior vice president Jeff Kobil. "The other things have to fall into place. They have to have product affinity."—*Liza Frenette*

California posts slowest delivery

Flossmoor, Ill.—Monthly titles hitting southern California this spring found delivery slow going, according to first-quarter delivery statistics from the Red Tag News Publications Association.

No monthly magazines arrived on time in Santa Monica, Alhambra, Oakland or San Jose; just 5 percent were on time in Los Angeles. A full 33 percent of titles were more than 10 days late in Santa Monica.

Other cities posting poor delivery include Tampa, Florida, St. Paul, Minnesota, and Kansas City, Kansas, where 100 percent of monthlies were one to three days late. Philadelphia, Nashville and Cleveland also posted few on-time arrivals.

On the other hand, Worcester, Massachusetts and Phoenix posted 100 percent on-time delivery of monthlies.

As for weeklies, southern California once again showed poor performance: Inglewood and San Bernadino both showed no on-time delivery, with all of Inglewood's weeklies arriving more than one day late. Houston also scored poorly, with 90 percent of weeklies arriving more than a day late. Similarly, Detroit, Fort Lauderdale, Richmond and Portland, Maine, all posted few on-time scores.

Best delivery of weeklies was in Hicksville, New York, where all titles were delivered on time. Other high scorers were Rochester, New York, Longmont, Colorado, and Albuquerque, all of which had more than 80 percent of weeklies arriving on time.□

Delivery box score: Weeklies

Jan.1-March 31, 1989

City/(Zip Code)	On time	1 day late	Later
Composite average*	42%	28%	30%
Boston (021)	67	33	0
New York City (100)	40	36	24
Buffalo (142)	63	25	12
Pittsburgh (152)	36	27	37
Philadelphia (191)	23	36	41
Washington, D.C. (200)	58	19	23
Atlanta (303)	43	29	28
Miami (331)	29	30	41
Memphis (381)	38	30	32
Cincinnati (452)	43	31	26
Detroit (482)	4	19	77
Milwaukee (532)	54	27	19
Minneapolis (554)	46	30	24
Chicago (606)	50	33	17
New Orleans (701)	16	23	61
Dallas (752)	27	29	44
Houston (770)	24	29	47
Denver (802)	37	30	33
Phoenix (850)	35	36	29
Los Angeles (900)	38	25	37
San Francisco (941)	67	19	14
Seattle (981)	66	19	15

*Includes other U.S. cities and SCFs not listed
Source: Red Tag News Publications Association, Inc.

Delivery box score: Monthlies

Jan.1-March 31, 1989

City/(Zip Code)	Better than USPS standard	Service standard	1-6 days late	Later
Composite average*	9%	19%	66%	6%
Boston (021)	0	50	50	0
New York City (100)	3	22	68	7
Buffalo (142)	0	0	100	0
Pittsburgh (152)	0	20	80	0
Philadelphia (191)	7	13	59	21
Washington, D.C. (200)	0	32	65	3
Atlanta (303)	19	15	63	3
Miami (331)	23	21	56	0
Memphis (381)	13	7	73	7
Cincinnati (452)	9	8	75	8
Detroit (482)	5	8	87	0
Milwaukee (532)	16	0	79	5
Minneapolis (554)	15	53	32	0
Chicago (606)	10	26	61	3
New Orleans (701)	5	5	85	5
Dallas (752)	18	7	71	4
Houston (770)	0	12	84	4
Denver (802)	10	20	55	15
Phoenix (850)	50	50	0	0
Los Angeles (900)	0	5	66	29
San Francisco (941)	15	44	36	5
Seattle (981)	39	19	38	4

*Includes other U.S. cities and SCFs not listed
Source: Red Tag News Publications Association, Inc.

Ad sales compensation survey

Is the pay gap narrowing for women in ad sales? How does your salary compare to what your peers earn? And more

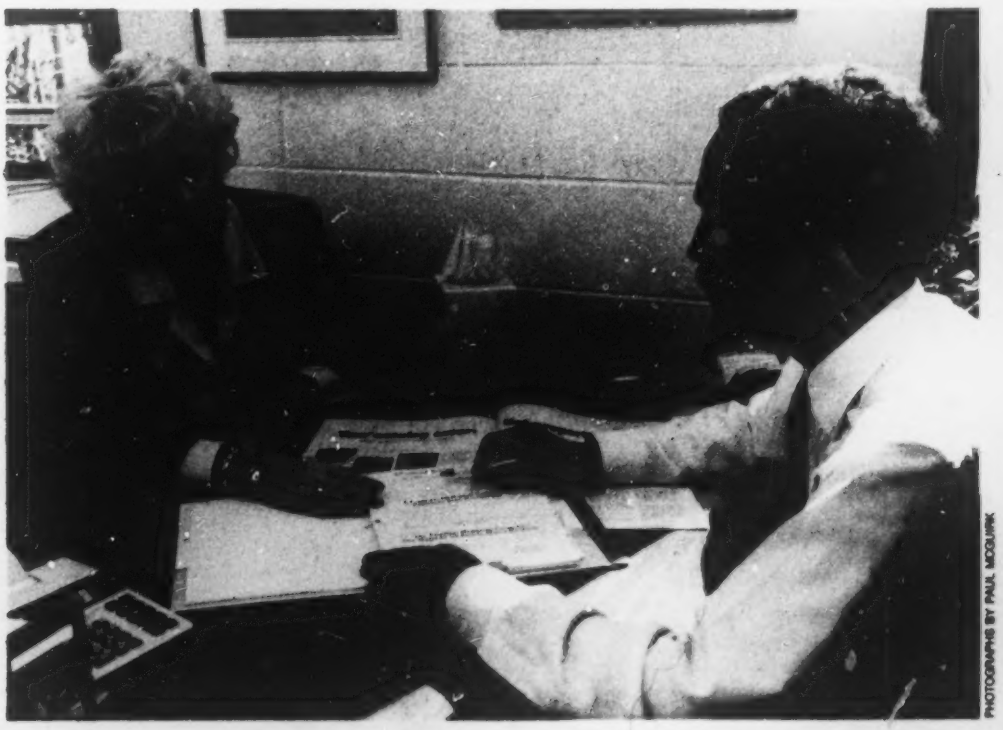
BY ROBERT M. STEED

Numbers. Numbers. Numbers. The life of an ad sales professional is filled with numbers. And, in commenting on their biggest ad sales challenge, many of those professionals also say that challenge is—you guessed it—numbers.

Of course, how that challenge presents itself varies widely, depending on how the magazine is positioned and what the numbers say about it. For instance, one ad sales professional says, "My greatest sales challenge is getting prospects to buy by the numbers—*i.e.*, evaluating media based on the data, rather than buying based on relationships only." Another says, "It's tough selling . . . to agency media buyers/planners who are typically right out of school and handle media on a 'numbers only' basis because of inexperience." Which only serves to prove that the beauty of numbers is in the eye of the beholder.

Another set of numbers is also vital to advertising sales professionals: their own earnings. The results of FOLIO:'s fourth annual survey of ad sales compensation indicate that the income potential of this segment of the publishing staff is very high indeed, especially when one looks at total compensation—

Robert M. Steed is managing director of Performance Plus . . . Inc., a New York-based consulting firm that uses improvisational dramatizations to provide corporate clients with a broad range of programs for seminars, conferences, training courses and communications efforts. Before co-founding Performance Plus . . . , Steed was vice president and director of personnel of Time Inc.



PHOTOGRAPHS BY PAUL MOGLIRK

The regions have been divided as follows:

"I have difficulty convincing a potential advertiser to advertise in my magazine when he has never done print advertising and has spent all his advertising dollars on radio and TV."

—Ad sales person working on a bimonthly consumer magazine in the South, earning $27,000 in salary and bonus/commission.

salary plus bonus/commission.

For ad sales professionals who hit the numbers in their sales plans, the payoff can be very handsome. For example, the average bonus/commission for the top one-third of ad directors was almost $72,000; and for the top one-third of ad sales persons it was $46,000. Not hitting the numbers, on the other hand, causes a problem. The average bonus/commission for the lowest paid ad directors and ad sales persons was about $7,700 and $7,100, respectively. (These results are also affected, of course, by size of magazine and demographic characteristics.)

General findings

This survey, which gives the complete run-down on salaries and total compensation for ad sales directors, managers and salespeople, yields some other important overall conclusions:

- The size of the magazine, measured by ad revenue, ad pages or circulation, correlates directly with compensation for all job categories.
- Baby boomers from 30 to 39 are the largest age group, by far, in each job category in this sample. And, in a few instances, they outearn their counterparts who are 40 to 49.
- Pay of those on consumer magazines is generally higher than pay for those on business magazines in every category except ad sales person, where the tables are turned slightly.
- Overall, women earn 10 percent to 25 percent less than men in three out of the four categories. But there are some faint signals that the gap may be narrowing. For branch/regional/category managers, salaries are equal and women's total compensation is higher; and the same is true for ad sales managers on consumer publications.
- The pay of ad sales professionals is highly leveraged. Almost 92 percent of the sample receives both salary and bonus; and the average total compensation in each category is roughly 60 percent more than the average salary.

Ad sales directors

Ad sales directors earn $60,647 in salary, and their total compensation jumps by roughly $36,000 to $96,565. Those on consumer magazines earn about 10 percent more than their business magazine counterparts in both salary and total compensation.

Compensation differential is especially dramatic among directors. The salary of the highest paid one-third of directors is $97,788, which is 3.27 times that of the lowest paid one-third; and their total compensation is $153,162, triple the $51,797 received by the lowest paid one-third.

The Northeast is clearly the place to be for directors, with salaries and total compensation averaging 30 percent to 60 percent more than in other areas of the country.

Experience also pays off. There is a clear and steady correlation between

Using the numbers

It is important to use the salary information in this survey cautiously. In many instances there were not enough respondents in certain subcategories to allow valid conclusions to be reached, because even one exceptionally high or low salary could affect the average dramatically. For this reason, FOLIO: is publishing the number of respondents in each cell (shown in parentheses).

In addition, not all respondents answered all questions. Therefore, the total number of respondents in the "average" column of a chart is not necessarily the sum of the subcategories.

The survey also examines only one variable at a time. For example, ad sales directors in the Northeast earn higher salaries than their peers in other regions. But are those in the Northeast who participated in the survey working on larger magazines? Are they the ones with the most experience? The survey methodology does not enable these multiple variables to be analyzed.

One should also be cautious about comparing the data in this survey with data from prior years. Because the sample is drawn randomly from mastheads each year, those who responded to this survey may well come from a different mix of magazines or demographics than respondents to prior surveys. Comparisons are thus best made not on the broad averages, but on the more detailed breakdowns by magazine size, respondents' experience, and the like.

"With a small circulation in a very targeted market, it is difficult to sell the larger companies on the regional market."

—Ad sales director working on a small bimonthly business magazine in the South, earning salary in the low twenties.

"Organization is crucial. When working for a small but rapidly growing publishing company with entrepreneurial leaders, life in general tends to be chaotic."

—Ad sales director for a monthly consumer magazine in the West, earning $95,000 in salary and bonus/commission.

Ad sales director: Salary

Advertising sales director (in some cases may have the title of publisher): top ad sales executive; manages ad sales department; sets policies and procedures; is responsible for reaching goals and quotas; hires and trains personnel.

Average salaries (The number of respondents is in parentheses.)		% increase from '88 to '89
All respondents	$60,647 (121)	9.0%
Business	57,978 (63)	9 8
Consumer	64,135 (57)	8.3
Top one-third	$97,788 (40)	
Middle one-third	55,038 (40)	
Bottom one-third	29,885 (41)	

	Average	Average business	Average consumer
By region:			
Northeast	$72,463 (60)	$71,443 (30)	$73,483 (30)
South	45,113 (24)	40,227 (11)	50,850 (12)
North central	54,735 (17)	52,536 (14)	65,000 (3)
Western	48,805 (19)	41,413 (8)	54,182 (11)
By no. of employees supervised:			
None/one	$43,421 (19)	$42,333 (12)	$47,833 (6)
2-5	47,756 (39)	48,173 (22)	47,218 (17)
6-10	58,170 (37)	57,700 (19)	58,667 (18)
More than 10	96,096 (26)	98,850 (10)	94,375 (16)
By years in business:			
Up to 3	$32,458 (12)	$41,660 (5)	$25,886 (7)
4-10	55,390 (71)	51,737 (41)	61,431 (29)
11-20	72,025 (20)	67,500 (7)	74,462 (13)
More than 20	87,533 (18)	85,060 (10)	90,625 (8)
By age:			
29 or less	$43,308 (12)	$41,470 (10)	$52,500 (2)
30-39	50,044 (63)	57,564 (28)	62,029 (35)
40-49	50,710 (20)	46,227 (11)	59,463 (8)
50 or more	77,754 (26)	79,829 (14)	75,333 (12)
By sex:			
Male	$66,992 (79)	$63,845 (44)	$70,949 (35)
Female	48,712 (42)	44,389 (19)	53,295 (22)
By ad revenue:†			
Up to $999,999	$40,402 (41)	$39,173 (22)	$42,483 (18)
$1 million-$2,999,999	53,619 (36)	53,471 (24)	53,917 (12)
$3 million-$4,999,999	55,278 (9)	55,500 (5)	55,000 (4)
$5 million-$11,999,999	73,400 (15)	82,000 (6)	67,667 (9)
$12 million or more	110,667 (18)	140,400 (5)	99,231 (13)
By ad pages:†			
Up to 499	$45,111 (45)	$42,554 (24)	$48,033 (21)
500-999	58,411 (35)	53,200 (17)	63,333 (18)
1,000 or more	87,548 (31)	92,600 (15)	82,813 (16)
By circulation:†			
Up to 49,999	$45,467 (57)	$47,355 (44)	$39,833 (12)
50,000-499,999	65,059 (46)	69,944 (18)	61,918 (28)
500,000 or more	84,941 (17)	††	84,941 (17)
By frequency:†			
Weekly/biweekly	$77,465 (20)	$83,845 (11)	$74,625 (8)
Monthly	60,793 (75)	53,395 (40)	69,249 (35)
Other	47,180 (25)	49,542 (12)	45,000 (13)

†Refers to the largest revenue producing magazine on which respondent works
††Insufficient data

Ad sales director: Total compensation

Average total compensation*
(The number of respondents is in parentheses.)

		% increase from '88 to '89
All respondents	$96,565 (102)	15.0%
Business	91,773 (51)	10.9
Consumer	101,357 (51)	18.8
Top one-third	$153,162 (34)	
Middle one-third	84,735 (34)	
Bottom one-third	51,797 (34)	

	Average	Average business	Average consumer
By region:			
Northeast	$113,615 (55)	$109,419 (27)	$117,661 (28)
South	75,169 (16)	78,100 (5)	73,836 (11)
North central	78,467 (15)	76,136 (11)	84,875 (4)
Western	76,507 (14)	62,263 (8)	95,500 (6)
By no. of employees supervised:			
None/one	$ 57,778 (9)	$ 61,714 (7)	$ 44,000 (2)
2-5	77,561 (33)	77,269 (16)	77,835 (17)
6-10	91,589 (35)	89,839 (18)	93,441 (17)
More than 10	142,580 (25)	139,500 (10)	144,633 (15)
By years in business:			
Up to 3	$ 56,750 (8)	$ 73,600 (3)	$ 46,640 (5)
4-10	86,907 (59)	85,636 (33)	88,519 (26)
11-20	108,350 (20)	87,500 (7)	119,577 (13)
More than 20	140,073 (15)	127,638 (8)	154,286 (7)
By age:			
29 or less	$ 65,550 (10)	$ 65,813 (8)	$ 64,500 (2)
30-39	96,376 (54)	90,832 (25)	101,155 (29)
40-49	94,147 (15)	82,833 (6)	101,689 (9)
50 or more	112,070 (23)	115,508 (12)	108,318 (11)
By sex:			
Male	$104,712 (67)	$ 99,000 (36)	$111,345 (31)
Female	80,969 (35)	74,427 (15)	85,875 (20)
By ad revenue:†			
Up to $999,999	$ 59,538 (26)	$ 58,831 (13)	$ 60,246 (13)
$1 million-$2,999,999	77,973 (33)	75,368 (22)	83,182 (11)
$3 million-$4,999,999	95,222 (9)	101,500 (5)	87,375 (4)
$5 million-$11,999,999	110,571 (14)	126,000 (5)	102,000 (9)
$12 million or more	177,265 (17)	204,800 (5)	165,792 (12)
By ad pages:†			
Up to 499	$ 66,883 (30)	$ 66,087 (15)	$ 67,680 (15)
500-999	86,709 (33)	74,293 (15)	97,056 (18)
1,000 or more	138,355 (31)	140,600 (15)	136,250 (16)
By circulation:†			
Up to 49,999	$ 71,759 (44)	$ 73,982 (34)	$ 64,200 (10)
50,000-499,999	96,676 (41)	104,688 (16)	91,548 (25)
500,000 or more	139,906 (16)	††	139,906 (16)
By frequency:†			
Weekly/biweekly	$128,979 (19)	$124,009 (11)	$135,813 (8)
Monthly	93,030 (66)	84,215 (34)	102,397 (32)
Other	72,438 (16)	75,500 (6)	70,600 (10)

*Salary plus bonus/commission; excludes people receiving salary only
†Refers to the largest revenue producing magazine on which respondent works
††Insufficient data

salary and years in the business, with those who have been around more than 20 years earning $87,533 in salary and $140,073 in total compensation—2.7 and 2.5 times, respectively, what their most junior counterparts take home.

One might expect the same results when the data are examined by age cohorts. Not so. Directors over 50 earn less than double those under 30; the salary of directors in the 30-39 cohort is $10,000 more than for those who are 40-49, while their total compensation is $2,000 higher.

The salary of women ad directors is 73 percent that of men. Their salary plus bonus is 77 percent of men's, indicating that, as a percentage of salary, incentive compensation payments for women are somewhat better than men's.

The clearest and best indicator of salary is magazine size, no matter how that is measured:

- Where ad revenue is $12 million or more, salary averages $110,667 and total compensation is $177,265—in each case almost triple that of magazines with ad revenues under $1 million. The differences in each interim size bracket are equally dramatic.
- When analyzed in terms of both pages and circulation, the same pattern emerges, although the differences in pay between the biggest and smallest magazines are not as great.
- For ad directors, another proxy for size of magazine is number of em-

"My biggest challenge is getting advertisers to take out major contracts instead of running just show time and special feature issues."

—Ad sales manager in the Northeast, with 10 years' experience, earning more than $65,000 in salary and bonus/commission.

"When a media buyer demands special positions, we fulfill the request. But the ad gets buried in an ad bank at the front of the issue with all the other advertisers who subscribe to the old belief that FOB, RHP pulls better."

—Ad sales manager for a business monthly in the West, earning roughly $35,000 in salary and bonus/commission.

Ad sales manager: Salary

Ad sales manager: generally the second level of management in ad sales department; reports to director or publisher; has management but not policy responsibility for personnel within the department.

Average salaries (The number of respondents is in parentheses.)		% increase from '88 to '89
All respondents	$40,307 (98)	13.6%
Business	39,482 (56)	7.1
Consumer	41,710 (41)	21.0
Top one-third	$63,476 (32)	
Middle one-third	36,461 (33)	
Bottom one-third	21,688 (33)	

	Average	Average business	Average consumer
By region:			
Northeast	$47,074 (45)	$46,181 (26)	$48,295 (19)
South	33,300 (16)	29,520 (10)	41,720 (5)
North central	41,139 (18)	36,455 (11)	48,500 (7)
Western	29,395 (19)	34,900 (9)	24,440 (10)
By no. of employees supervised:			
None/one	$33,091 (34)	$31,080 (20)	$35,964 (14)
2-5	42,785 (51)	42,949 (29)	43,214 (21)
More than 5	49,462 (13)	49,129 (7)	49,850 (6)
By years in business:			
Up to 3	$29,100 (31)	$28,767 (21)	$29,800 (10)
4-10	41,419 (49)	39,149 (23)	44,004 (25)
More than 10	56,583 (18)	58,875 (12)	52,000 (6)
By age:			
29 or less	$30,681 (31)	$30,200 (18)	$31,542 (12)
30-39	42,007 (43)	39,685 (26)	45,559 (17)
40-49	48,700 (16)	50,300 (7)	47,456 (9)
50 or more	51,688 (8)	56,700 (5)	43,333 (3)
By sex:			
Male	$44,294 (52)	$45,923 (30)	$42,073 (22)
Female	35,800 (46)	32,051 (26)	41,289 (19)
By ad revenue:†			
Up to $999,999	$30,061 (36)	$30,330 (23)	$29,633 (12)
$1 million-$2,999,999	39,228 (18)	42,717 (12)	32,250 (6)
$3 million-$4,999,999	44,067 (15)	47,778 (9)	38,500 (6)
$5 million-$11,999,999	51,201 (11)	49,804 (4)	52,000 (7)
$12 million or more	63,458 (12)	55,600 (5)	69,071 (7)
By ad pages:†			
Up to 499	$35,530 (30)	$36,473 (22)	$32,938 (8)
500-999	39,148 (33)	36,694 (17)	41,756 (16)
1,000 or more	48,804 (27)	49,863 (13)	47,821 (14)
By circulation:†			
Up to 49,999	$34,265 (43)	$36,383 (36)	$23,371 (7)
50,000-99,999	41,441 (15)	46,317 (7)	38,343 (7)
100,000-499,999	40,652 (27)	42,417 (12)	39,240 (15)
500,000 or more	60,682 (11)	††	60,682 (11)
By frequency:†			
Weekly/biweekly	$38,533 (18)	$39,417 (12)	$36,767 (6)
Monthly	41,753 (65)	40,389 (36)	43,445 (29)
Other	36,686 (14)	35,500 (8)	38,267 (6)

†Refers to the largest revenue producing magazine on which respondent works
††Insufficient data

Ad sales manager: Total compensation

Average total compensation*
(The number of respondents is in parentheses.)

		% increase from '88 to '89
All respondents	$65,031 (84)	13.6%
Business	60,353 (47)	11.5
Consumer	70,973 (37)	15.9
Top one-third	$105,855 (28)	
Middle one-third	55,596 (28)	
Bottom one-third	33,641 (28)	

	Average	Average business	Average consumer
By region:			
Northeast	$78,855 (42)	$71,659 (24)	$88,450 (18)
South	48,258 (12)	42,457 (7)	56,380 (5)
North central	60,491 (14)	55,208 (9)	70,000 (5)
Western	45,294 (16)	46,100 (7)	44,667 (9)
By no. of employees supervised:			
None/one	$55,774 (29)	$46,062 (17)	$69,533 (12)
2-5	67,333 (44)	64,006 (24)	71,325 (20)
More than 5	80,227 (11)	86,233 (6)	73,020 (5)
By years in business:			
Up to 3	$40,418 (22)	$37,864 (14)	$44,888 (8)
4-10	70,117 (45)	60,946 (21)	78,142 (24)
More than 10	83,419 (17)	85,552 (12)	78,300 (5)
By age:			
29 or less	$54,467 (24)	$47,238 (13)	$63,009 (11)
30-39	66,007 (40)	59,991 (25)	76,033 (15)
40-49	74,700 (15)	77,100 (6)	73,100 (9)
50 or more	78,925 (5)	86,708 (3)	67,250 (2)
By sex:			
Male	$68,201 (50)	$68,819 (28)	$67,414 (22)
Female	60,370 (34)	47,877 (19)	76,193 (15)
By ad revenue:†			
Up to $999,999	$49,100 (28)	$43,100 (18)	$59,900 (10)
$1 million-$2,999,999	61,290 (15)	69,985 (10)	43,900 (5)
$3 million-$4,999,999	65,125 (13)	64,446 (7)	65,917 (6)
$5 million-$11,999,999	79,611 (11)	73,054 (4)	83,357 (7)
$12 million or more	100,833 (12)	94,200 (5)	105,571 (7)
By ad pages:†			
Up to 499	$50,071 (24)	$52,033 (18)	$44,183 (6)
500-999	59,288 (28)	55,552 (13)	62,527 (15)
1,000 or more	85,374 (26)	77,893 (12)	91,786 (14)
By circulation:†			
Up to 49,999	$50,177 (34)	$52,665 (28)	$38,567 (6)
50,000-99,999	79,324 (13)	74,531 (7)	84,917 (6)
100,000-499,999	59,734 (25)	65,659 (11)	55,079 (14)
500,000 or more	108,000 (10)	††	108,000 (10)
By frequency:†			
Weekly/biweekly	$61,347 (17)	$63,591 (11)	$57,233 (6)
Monthly	69,409 (55)	61,551 (29)	78,173 (26)
Other	50,183 (12)	50,300 (7)	50,020 (5)

*Salary plus bonus/commission; excludes people receiving salary only
†Refers to the largest revenue producing magazine on which respondent works
††Insufficient data

ployees supervised. Here, pay growth, while steady, is somewhat smaller until one gets to departments with 10 or more people—where salary jumps by almost $40,000 to $96,096 and salary plus bonus leaps over $50,000 to $142,580.

• Those on weeklies or biweeklies earn substantially more than those on publications with other frequencies.

Ad sales managers

Compensation of ad sales managers, the number-two job in the ad sales department, generally tends to follow the same pattern as that of ad directors, but at substantially lower levels. Their salary averages $40,307, about $20,000 less than that of ad directors; and their total compensation, at $65,031, is $35,500 lower. As with directors, managers on consumer publications come out ahead. Their salaries average $2,228 (5.6 percent) greater than those on business publications; and their total compensation is more than $10,000 (17.6 percent) higher.

Bonus is a significant element in the overall pay of managers—total compensation averages almost $25,000 more than salary. And the top third of managers earn about three times as much as the bottom third, in both salary and salary plus bonus.

Once again, the Northeast is the best region to work in. Salaries there are from about $6,000 to $17,700 more than elsewhere; and total compensation is

"Many companies feel that because they can't see results after one insertion, advertising is a waste of money."

—Branch/regional/category manager in the Northeast, with two years' experience, earning $40,000 in salary and bonus/commission.

"How do you grow a business in a down economy, where fewer dollars are available and more targeted regional magazines are stealing the business?"

—Branch/regional/category manager for a monthly business/professional journal in the South, earning more than $45,000 in salary and bonus/commission.

"Many ad agencies seem to be buying cost (special deals, free ads, etc.) instead of the best books for their clients."

—Branch/regional/category manager in the Midwest, earning roughly $85,000 in salary and bonus/commission.

Branch/regional/category manager: Salary

Branch/regional/category manager: responsible for selling ad pages to accounts from specific categories (liquor, tobacco, cosmetics, etc.); or to accounts in specific regions. May supervise some staff.

Average salaries (The number of respondents is in parentheses.)		% increase from '88 to '89
All respondents	$42,808 (69)	9.2%
Business	41,358 (42)	10.8
Consumer	45,889 (25)	7.3
Top one-third	$60,792 (23)	
Middle one-third	41,530 (23)	
Bottom one-third	26,102 (23)	

	Average	Average business	Average consumer
By region:			
Northeast	$42,744 (28)	$42,183 (21)	$44,429 (7)
South	41,700 (6)	28,850 (2)	50,000 (3)
North central	44,482 (15)	39,000 (8)	50,746 (7)
Western	41,975 (20)	43,773 (11)	41,375 (8)
By no. of employees supervised:			
None	$42,960 (44)	$43,025 (31)	$44,125 (12)
One	38,875 (8)	36,250 (4)	41,500 (4)
More than one	44,265 (17)	36,896 (7)	50,192 (9)
By years in business:			
Up to 3	$34,667 (9)	$38,600 (5)	$29,750 (4)
4-10	42,944 (40)	40,841 (25)	47,838 (14)
More than 10	46,200 (20)	43,583 (12)	51,214 (7)
By age:			
29 or less	$38,955 (11)	$40,188 (8)	$40,000 (2)
30-39	43,308 (34)	42,288 (20)	44,766 (14)
40-49	37,861 (16)	33,097 (8)	42,643 (7)
50 or more	55,875 (8)	50,833 (6)	71,000 (2)
By sex:			
Male	$42,522 (38)	$41,624 (27)	$44,950 (10)
Female	43,159 (31)	40,880 (15)	46,515 (15)
By ad revenue:†			
Up to $999,999	$31,857 (7)	$21,750 (4)	$45,333 (3)
$1 million-$2,999,999	38,767 (16)	42,940 (12)	26,250 (4)
$3 million-$4,999,999	41,144 (12)	40,556 (9)	42,908 (3)
$5 million-$11,999,999	36,950 (10)	34,333 (3)	39,400 (5)
$12 million or more	52,113 (15)	49,911 (9)	55,417 (6)
By ad pages:†			
Up to 499	$40,170 (19)	$38,800 (10)	$43,675 (7)
500-999	41,200 (25)	40,179 (14)	42,500 (11)
1,000 or more	48,472 (19)	43,613 (13)	59,000 (6)
By circulation:†			
Up to 49,999	$30,389 (15)	$30,389 (15)	$0 (0)
50,000-99,999	41,539 (18)	45,907 (14)	26,250 (4)
100,000-499,999	43,889 (18)	46,182 (11)	40,286 (7)
500,000 or more	54,719 (17)	65,250 (2)	56,171 (13)
By frequency:†			
Weekly/biweekly	$55,850 (10)	$51,929 (7)	$65,000 (3)
Monthly	41,591 (50)	40,329 (29)	44,237 (19)
Other	33,216 (8)	30,800 (5)	37,242 (3)

†Refers to the largest revenue producing magazine on which respondent works

Branch/regional/category manager: Total compensation

Average total compensation*
(The number of respondents is in parentheses.)

		% increase from '88 to '89
All respondents	$71,011 (67)	13.6%
Business	70,668 (42)	14.3
Consumer	70,301 (24)	13.0
Top one-third	$100,841 (22)	
Middle one-third	67,669 (22)	
Bottom one-third	45,675 (23)	

	Average	Average business	Average consumer
By region:			
Northeast	$70,405 (28)	$70,064 (21)	$ 71,429 (7)
South	73,440 (5)	47,350 (2)	85,000 (2)
North central	63,282 (15)	60,063 (8)	66,961 (7)
Western	77,368 (19)	83,773 (11)	68,563 (8)
By no. of employees supervised:			
None	$71,926 (44)	$73,571 (32)	$ 67,542 (12)
One	60,750 (8)	56,500 (4)	65,000 (4)
More than one	73,800 (15)	64,629 (6)	77,091 (8)
By years in business:			
Up to 3	$54,150 (10)	$58,500 (6)	$ 47,625 (4)
4-10	70,366 (39)	67,921 (25)	74,730 (14)
More than 10	81,778 (18)	83,545 (11)	75,083 (6)
By age:			
29 or less	$62,591 (11)	$60,944 (9)	$ 70,000 (2)
30-39	69,681 (33)	69,566 (19)	69,838 (14)
40-49	70,642 (16)	66,284 (8)	71,071 (7)
50 or more	91,357 (7)	94,583 (6)	72,000 (1)
By sex:			
Male	$70,093 (36)	$72,417 (26)	$ 59,778 (9)
Female	72,078 (31)	67,825 (16)	76,615 (15)
By ad revenue:†			
Up to $999,999	$49,000 (6)	$37,333 (3)	$ 60,667 (3)
$1 million-$2,999,999	66,361 (16)	72,606 (12)	47,625 (4)
$3 million-$4,999,999	70,060 (12)	70,833 (9)	67,742 (3)
$5 million-$11,999,999	76,056 (9)	63,333 (3)	78,400 (5)
$12 million or more	80,979 (14)	86,022 (9)	71,900 (5)
By ad pages:†			
Up to 499	$63,454 (17)	$60,100 (10)	$ 62,538 (6)
500-999	70,313 (24)	74,346 (13)	65,545 (11)
1,000 or more	80,709 (19)	77,113 (13)	88,500 (6)
By circulation:†			
Up to 49,999	$62,774 (14)	$62,774 (14)	$ 0 (0)
50,000-99,999	67,511 (18)	73,193 (14)	47,625 (4)
100,000-499,999	74,056 (18)	74,000 (11)	74,143 (7)
500,000 or more	80,670 (16)	83,500 (3)	78,144 (12)
By frequency:†			
Weekly/biweekly	$93,350 (10)	$88,357 (7)	$105,000 (3)
Monthly	69,001 (48)	68,984 (29)	67,167 (18)
Other	48,403 (8)	44,800 (5)	54,408 (3)

*Salary plus bonus/commission; excludes people receiving salary only
†Refers to the largest revenue producing magazine on which respondent works

from $18,000 to a whopping $33,500 higher.

Overall, the pay disparity for women is narrower. Their salary is 81 percent of men's; and their total compensation is 88.5 percent. All of that disparity is accounted for by business magazines, where women earn 70 percent of what men earn. Among consumer magazines, salary is virtually equal; and women's total compensation is almost $8,800 (13 percent) higher.

Experience has its payoff for managers. Those with more than 10 years in the business earn roughly double those with up to three years' experience, in both salary and total compensation. When age is the variable, there is also a steady increase from the youngest managers, at $30,681 in salary, to those over 50, at $51,688. But, as opposed to directors, managers between 30 and 39 earn less than those in the next cohort.

Size of magazine, however, remains the clearest determinant of compensation. Salaries of managers at magazines with less than $1 million in ad revenues average $30,061 and march inexorably upward to $63,458 where ad revenues are $12 million or more. Total compensation moves in the same way—from $49,100 to $100,833. Pay as a function of ad pages shows an identical pattern.

The relationship of pay and circulation is somewhat anomalous, with the average salary of managers on magazines with between 50,000 and 100,000 circulation slightly more—and total compensation sharply higher—than salary for those on magazines with circulations from 100,000 to 500,000. And those on the largest magazines, over 500,000 circulation, earn substantially more than any of their counterparts.

The impact of periodicity is also felt among managers. Those working on monthlies outpace their counterparts on weeklies and biweeklies by about $3,000 in salary and $8,000 in total compensation—as a result of higher pay levels of managers on consumer monthlies.

Branch/regional/category managers

The patterns of compensation previously seen with ad directors and managers are frequently different for branch/regional/category managers. Moreover, the impact of various demographic and size breakdowns is often less dramatic, perhaps reflecting the fact

"Showing clients that to attain 'market share' they have to first attain 'mind share' is a big challenge."

—Ad sales person in the West, working on a monthly business magazine, earning approximately $80,000 in salary and bonus/commission.

"Advertising is a long term investment—not instant success. Convincing accounts of the value of advertising and benefits of consistency is very difficult."

—Ad sales person in the Midwest, working on a small consumer magazine, earning about $40,000 in salary and bonus/commission.

"My biggest headache is selling against rate cutting."

—Ad sales person for a weekly business magazine in the Midwest, earning almost $40,000 in salary and bonus/commission.

Ad sales person: Salary

Advertising sales person (may be called account executive): calls on clients and agencies; makes presentations; maintains current accounts; develops new accounts.

Average salaries (The number of respondents is in parentheses.)		% increase from '88 to '89
All respondents	$32,484 (119)	13.2%
Business	33,469 (55)	6.5
Consumer	32,218 (61)	20.6
Top one-third	$47,546 (39)	
Middle one-third	31,270 (40)	
Bottom one-third	19,013 (40)	

	Average	Average business	Average consumer
By region:			
Northeast	$35,029 (47)	$32,357 (21)	$37,187 (26)
South	30,169 (16)	32,863 (8)	29,686 (7)
North central	31,362 (34)	33,270 (20)	29,450 (12)
Western	30,466 (22)	38,833 (6)	27,328 (16)
By no. of employees supervised:			
None	$31,504 (106)	$32,967 (51)	$30,743 (52)
One or more	38,846 (12)	39,875 (4)	38,331 (8)
By years in business:			
Up to 3	$27,142 (53)	$26,117 (24)	$28,970 (27)
4-10	34,403 (50)	35,261 (23)	33,813 (26)
More than 10	45,744 (15)	50,375 (8)	40,451 (7)
By age:			
29 or less	$26,690 (41)	$24,224 (17)	$29,682 (22)
30-39	34,870 (51)	36,981 (26)	32,786 (24)
40-49	35,813 (19)	34,600 (5)	36,246 (14)
50 or more	42,071 (7)	42,071 (7)	††
By sex:			
Male	$37,158 (53)	$38,380 (25)	$36,959 (27)
Female	28,711 (65)	29,355 (29)	28,453 (34)
By ad revenue:†			
Up to $999,999	$21,255 (22)	$23,778 (9)	$20,373 (11)
$1 million-$2,999,999	30,383 (28)	32,960 (15)	27,193 (12)
$3 million-$4,999,999	41,692 (12)	38,875 (4)	43,100 (8)
$5 million-$11,999,999	36,289 (19)	35,563 (8)	36,818 (11)
$12 million or more	44,067 (15)	41,667 (9)	47,667 (6)
By ad pages:†			
Up to 499	$28,816 (34)	$26,671 (14)	$32,168 (17)
500-999	32,345 (26)	32,444 (9)	32,292 (17)
1,000 or more	37,819 (37)	39,604 (24)	34,523 (13)
By circulation:†			
Up to 49,999	$25,276 (33)	$30,145 (20)	$18,336 (11)
50,000-99,999	28,912 (21)	30,600 (9)	27,433 (11)
100,000-499,999	33,786 (45)	36,848 (23)	30,584 (22)
500,000 or more	45,167 (18)	45,000 (2)	45,188 (16)
By frequency:†			
Weekly/biweekly	$34,570 (20)	$38,658 (12)	$28,438 (8)
Monthly	32,075 (80)	31,567 (36)	32,490 (44)
Other	30,458 (18)	30,083 (6)	34,250 (9)

†Refers to the largest revenue producing magazine on which respondent works
††Insufficient data

Ad sales person: Total compensation

Average total compensation*
(The number of respondents is in parentheses.)

		% increase from '88 to '89
All respondents	$52,769 (121)	14.7%
Business	54,781 (53)	11.1
Consumer	51,888 (66)	18.2
Top one-third	$81,805 (40)	
Middle one-third	47,754 (40)	
Bottom one-third	29,333 (41)	

	Average	Average business	Average consumer
By region:			
Northeast	$54,967 (47)	$49,850 (20)	$58,757 (27)
South	55,194 (18)	67,071 (7)	50,200 (10)
North central	48,900 (32)	53,120 (20)	42,491 (11)
Western	51,802 (24)	62,417 (6)	48,264 (18)
By no. of employees supervised:			
None	$50,994 (108)	$52,300 (48)	$50,689 (58)
One or more	66,888 (12)	78,600 (5)	58,521 (7)
By years in business:			
Up to 3	$40,520 (51)	$39,210 (21)	$42,107 (29)
4-10	57,366 (51)	55,818 (22)	59,380 (28)
More than 10	75,658 (18)	85,200 (10)	63,731 (8)
By age:			
29 or less	$42,043 (42)	$34,193 (15)	$47,342 (26)
30-39	56,927 (50)	58,200 (25)	56,514 (24)
40-49	61,802 (21)	80,417 (6)	54,357 (15)
50 or more	64,714 (7)	64,714 (7)	††
By sex:			
Male	$61,480 (55)	$64,327 (26)	$60,246 (28)
Female	45,509 (66)	45,589 (27)	45,729 (38)
By ad revenue:†			
Up to $999,999	$32,468 (25)	$34,150 (10)	$32,014 (14)
$1 million-$2,999,999	51,121 (29)	58,429 (14)	44,964 (14)
$3 million-$4,999,999	67,550 (12)	58,125 (4)	72,263 (8)
$5 million-$11,999,999	61,285 (20)	52,438 (8)	67,183 (12)
$12 million or more	78,321 (14)	82,375 (8)	72,917 (6)
By ad pages:†			
Up to 499	$40,243 (34)	$35,643 (14)	$45,125 (18)
500-999	55,876 (27)	60,600 (10)	53,097 (17)
1,000 or more	67,297 (37)	67,659 (22)	66,767 (15)
By circulation:†			
Up to 49,999	$41,579 (39)	$50,295 (20)	$32,983 (18)
50,000-99,999	46,947 (20)	45,889 (9)	49,095 (10)
100,000-499,999	57,546 (42)	58,429 (21)	56,664 (21)
500,000 or more	67,833 (18)	82,500 (2)	66,000 (16)
By frequency:†			
Weekly/biweekly	$57,300 (18)	$67,450 (12)	$37,000 (6)
Monthly	54,397 (84)	53,394 (33)	55,046 (51)
Other	38,708 (18)	34,929 (7)	43,917 (9)

*Salary plus bonus/commission; excludes people receiving salary only
†Refers to the largest revenue producing magazine on which respondent works
††Insufficient data

that many branch/regional/category managers are paid largely on the basis of their individual contributions.

Their average salary ($42,808) and total compensation ($71,011) are slightly higher than that of ad sales managers. But, while salary of branch/regional/category managers on consumer magazines is about 10 percent more than on business publications, total compensation is virtually identical.

Bonuses are as important here as elsewhere—with total compensation of the 97 percent of branch/regional/category managers receiving an incentive being 66 percent higher than salary. But the difference between the highest and lowest paid is much lower, with the top one-third earning slightly less than 2.25 times as much as the lowest in both salary and total compensation.

Salaries of branch/regional/category managers are virtually equal around the country, with the North central leading in salary by only about $2,800 over the lowest paid region (the South). Don't think of moving there too fast, however: The North central region is dead last in total compensation—$7,000 less than the Northeast and $14,000 less than the leading region, the West.

Female branch/regional/category managers earn slightly more than their male counterparts in both salary and total compensation, because of consumer magazines. Men still earn more than women on business magazines, but by fairly small amounts.

Experience has less of an impact here, with salary of branch/regional/category managers in the business more than 10 years only about $12,000 (33 percent) higher than those with less than four years' experience. And the difference in total compensation is only $27,628, or 51 percent.

For the most part, age appears to be less of a factor as well. Branch/regional/category managers under 30 and those between 40 and 49 earn about the same salary—which is more than 10 percent less than those in the 30-39 cohort. Both salary and total compensation, however, take a sharp upward leap for those over 50, averaging $55,875 and $91,357, respectively (although the sample is fairly small).

Size of the publication doesn't matter as much in this category either, except in the very smallest and largest magazines. Salary increases from $31,857 at magazines with under $1 mil-

lion in ad revenue to $52,113 at those with over $12 million. But in between, the averages are fairly close together. Total compensation, on the other hand, is $49,000 at the smallest magazines, jumps quickly to $66,361 on magazines with from $1 million to $3 million in ad revenue, and shows only small increases above that to $80,979 at the largest magazines.

And, while there is a direct correlation between pay and both ad pages and circulation, the differences in pay levels—for both salary and total compensation—are much smaller than in the other job categories. Only periodicity shows a significant shift, with branch/regional category managers on weeklies and biweeklies earning $55,850 in salary and $93,350 in total compensation, versus $41,591 and $69,001, respectively, for those on monthlies.

"Getting our potential customers to know who we are and why our subscribers are so important to them is an educational process even before we get to the selling part."

—Ad sales person in the Midwest, earning salary and bonus/commission in the mid-thirties.

[redacted]

Ad sales people

Although the ad sales person occupies the lowest rung of the ad sales department ladder, his or her earnings can often outstrip those of people with loftier titles, especially on larger magazines. For example, the salary ($47,546) and total compensation ($81,805) of the top one-third of ad sales persons is substantially more than the average of sales managers and branch/regional/category managers.

The average salary of ad sales persons is $32,484; and once again incentive pay is a large ingredient in the compensation package, with average salary plus bonus 62 percent higher at $52,769. In contrast to the other categories, those on business magazines slightly outpace their consumer magazine counterparts—by about $1,200 in salary and $3,000 in total compensation.

Pay correlates clearly and directly

Average annual bonus/commission

Average bonus/commission

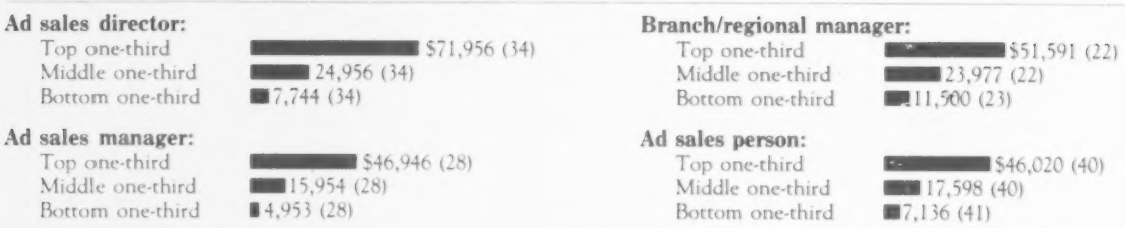
(The number of respondents is in parentheses.)

		% increase from '88 to '89
Ad sales director	$34,885 (102)	31.5%
Ad sales manager	22,618 (84)	17.4
Branch/regional manager	28,761 (67)	17.1
Ad sales person	23,449 (121)	19.4

	Ad sales director	Ad sales manager	Branch/ regional manager	Ad sales person
By magazine type:				
Consumer	$40,510 (51)	$27,927 (37)	$26,250 (24)	$24,383 (66)
Business	29,261 (51)	18,438 (47)	29,452 (42)	22,887 (53)
By region:				
Northeast	$40,745 (55)	$30,586 (42)	$27,661 (28)	$23,555 (47)
South	30,969 (16)	12,483 (12)	41,400 (5)	32,733 (18)
North central	24,333 (15)	13,634 (14)	18,800 (15)	17,750 (32)
Western	25,486 (14)	17,163 (16)	34,921 (19)	23,875 (24)
By no. of employees supervised:				
None	$10,000 (1)	$17,514 (22)	$29,580 (44)	$22,850 (108)
One	14,875 (8)	29,564 (7)	21,875 (8)	31,700 (10)
2-5	30,273 (33)	22,878 (44)	30,033 (15)	18,750 (2)
6-10	35,409 (35)	27,600 (10)	0	0
More than 10	47,640 (25)	25,000 (1)	0	0
By years in business:				
Up to 3	$22,000 (8)	$10,864 (22)	$22,950 (10)	$16,214 (51)
4-10	31,192 (59)	27,361 (45)	27,013 (39)	25,971 (51)
More than 10	44,057 (35)	25,272 (17)	35,778 (18)	37,538 (18)
By age:				
29 or less	$19,180 (10)	$22,583 (24)	$26,091 (11)	$19,331 (42)
30-39	34,528 (54)	22,636 (40)	25,242 (33)	24,190 (50)
40-49	43,733 (15)	26,087 (15)	32,781 (16)	30,257 (21)
50 or more	36,783 (23)	12,225 (5)	40,357 (7)	22,563 (8)
By sex:				
Male	$37,907 (67)	$23,775 (50)	$27,875 (36)	$27,955 (55)
Female	29,100 (35)	20,916 (34)	29,790 (31)	19,694 (66)
By ad revenue:†				
Up to $999,999	$18,077 (26)	$17,089 (28)	$12,833 (6)	$15,904 (25)
$1 million-$2,999,999	27,615 (33)	19,917 (15)	27,594 (16)	23,869 (29)
$3 million-$4,999,999	39,944 (9)	20,048 (13)	28,917 (12)	29,775 (12)
$5 million-$11,999,999	37,286 (14)	28,409 (11)	38,000 (9)	26,810 (20)
$12 million or more	67,441 (17)	37,375 (12)	31,571 (14)	33,250 (14)
By ad pages:†				
Up to 499	$21,883 (30)	$11,154 (24)	$25,441 (17)	$15,424 (34)
500-999	32,697 (33)	17,988 (28)	27,646 (24)	25,655 (27)
1,000 and more	50,806 (31)	36,615 (26)	32,237 (19)	32,019 (37)
By circulation:†				
Up to 49,999	$24,450 (44)	$13,813 (34)	$30,643 (14)	$22,526 (39)
50,000-99,999	30,833 (9)	35,769 (13)	25,972 (18)	18,834 (20)
100,000-499,999	34,547 (32)	18,430 (25)	30,167 (18)	25,681 (42)
500,000 or more	64,676 (17)	44,773 (11)	29,844 (16)	22,667 (18)
By frequency:†				
Weekly/biweekly	$50,595 (19)	$22,018 (17)	$37,500 (10)	$22,611 (18)
Monthly	32,773 (66)	25,190 (55)	28,240 (48)	26,152 (84)
Other	24,000 (16)	11,675 (12)	15,188 (8)	11,444 (18)

†Refers to the largest revenue producing magazine on which respondent works

Range of average bonus/commission



with both experience and age. But the differences are not as sizable as one might expect. The $45,744 salary of ad sales people with over 10 years' experience is only 68 percent higher than for those with three years or less; this jumps to 87 percent on a total compensation basis, reflecting more sizable bonuses for those with more experience.

Unfortunately, there is also a direct correlation between compensation and sex. Female ad sales people earn only 77 percent as much as men in salary, and 74 percent in total compensation.

As noted in the box on methodology, one should be cautious about comparing these surveys on a year-to-year basis because the mix of respondents varies. Still, these results are a good bit better than last year's survey, when women earned only two-thirds what men did, and are perhaps another small indication that the "gender gap" is starting to close.

Regional differences vary significantly. Overall the Northeast, at $35,029, is clearly ahead in salary—but only because of the relatively high pay levels on consumer magazines there. On business magazines, the West is far ahead, and the Northeast is almost last. When bonuses are factored in, the South comes out ahead among business magazines and the Northeast trails, in last place, by over $17,000.

As has been true throughout the survey, the size of the magazine has a strong impact on pay. Ad sales people on magazines with $12 million or more in revenue earn $44,067 in salary and $78,321 in total compensation, well over double the earnings of those on the smallest magazines. Between those extremes, the correlation is not consistent; oddly, ad sales people on magazines with between $3 million and $5 million in ad revenue earn substantially more than those on magazines with between $5 million and $12 million.

When measured by either pages or circulation, however, the correlation is smooth and consistent, with pay rising steadily from the smallest to the largest magazines. Periodicity apparently has a modest impact on the pay of ad sales people, with those on weeklies and biweeklies earning only about $2,500 more in salary and $3,000 in total compensation than those on monthlies. But those who work on magazines with other frequencies trail badly, especially in terms of total compensation.

Ad sales bonuses/commissions

Bonuses and commissions have a powerful effect on overall pay levels among sales professionals. The average bonus of ad directors and ad managers comprises 36 percent and 35 percent, respectively, of their average total compensation. Among branch/regional/category managers it is 40 percent; and for ad sales people it is 44 percent—reflecting a high degree of leverage built into their overall pay package.

The chart showing average annual bonus/commission details bonus payments by the various demographic and size characteristics FOLIO: has surveyed. This chart can help clarify some of the differences between categories seen earlier. While the general relationships between pay and the size of magazine, experience and the like remain constant, in general, there can be some significant variations, including situations where people lower in the hierarchy earn larger bonuses than those with bigger titles.

Differences in bonuses reflect, in part, differences among publishers in compensation philosophy and incentive formulas. However, in the main they reflect differences in results achieved by individuals. And that, after all, is the bottom line—and how the numbers ad sales professionals are selling are translated into the all-important compensation numbers they are receiving.□

Methodology

Four hundred forty-four of the 1,174 ad sales professionals who received questionnaires responded to FOLIO:'s fourth annual ad sales salary survey, resulting in an overall response rate of 37.8 percent. Of the total responses, 424 contained sufficient information to be used for tabulation. The survey was conducted through two mailing efforts—one in late March and one in April. Participants were asked to supply data reflecting 1989 earnings; if exact figures were unavailable, they were requested to estimate.

In some cases, respondents did not give an exact bonus or commission figure, but gave an expected range instead. Here the mean was used for tabulation. For example, if an ad sales professional indicated that his or her annual bonus/commission would be between $10,000 and $12,000, the arithmetic mean of $11,000 was used as that respondent's expected bonus/commission for the year.

The sample was approximately evenly divided among the four categories of sales professionals. The lowest response rate (22 percent) was from branch/regional/category managers; the highest (41 percent) was from ad sales persons. Each category was also evenly divided between consumer and business publications. About half the sample was drawn from magazines with under 100,000 in circulation; 25 percent came from magazines with over 100,000 in circulation; and another 25 percent from magazines with undetermined circulation.

A job description has been included with each compensation chart. These descriptions were printed on the questionnaire, and respondents were asked to choose the description that most accurately reflected their duties.